

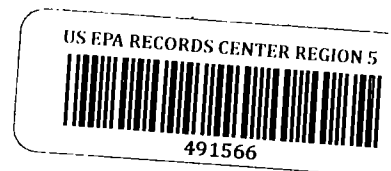


ecology and environment, inc.

195 SUGG ROAD, P.O. BOX D, BUFFALO, NEW YORK 14225, TEL. 716-632-4491, TELEX 91-9183

International Specialists in the Environmental Sciences

March 20, 1985



Mr. Richard Shafer, Project Manager
Northern Engineering International Company
P.O. Box 4511
3 Riverway at Woodway and Post Oak Lane
Suite 725
Houston, Texas 77210

Dear Mr. Shafer:

We appreciate the opportunity to be a part of the NEI Co. team and to provide the personnel and services required to formulate a Quality Assurance (QA) Program and a Hazardous Environments Protection Program (HEPP) and to implement them at the job site.

Objective

The objectives of our involvement will be to assist you and your other contractors to:

- Identify and fulfill all permit needs;
- Properly decontaminate and/or dispose of the facilities to be dismantled;
- Establish and monitor employee health and safety (H&S) programs;
- Properly document all activities under our purview; and
- Do all in a manner that protects the employee and the public while minimizing the liability exposure of the owner and contractors.

Scope of Work

Specific elements of our scope of work include the following:

- Provide H&S plans and protocol.
- Provide H&S oversight of the contractor's training program and protocol.
- Establish standards for the selection and maintenance of personal protection of clothing and equipment

- Provide an appropriate medical surveillance program.
- Provide personal hygiene and decontamination procedures.
- Establish appropriate equipment decontamination procedures.
- Establish the format of QA inspection reports, their distribution, and problem resolution procedures.

Stepped Approach

To accomplish the preceding, we have found the following work order to be effective, both from the cost and technical aspects:

1. We would formulate a task force to review existing documentation and previous site investigation reports to identify potential hazards and problems and where additional survey information may be required.
2. Working closely with NEI Co. personnel, formulate the general program needs.
3. "Flesh out" the general approach and review its adequacy with our Health and Safety Advisory Committee.
4. Working with NEI Co., formulate an implementation plan and list of needed equipment, oversee training schedules and content, establish documentation needs, etc. The overall goal will be to implement sound health and safety practices without undue impact on worker productivity.
5. Provide qualified personnel to monitor and document proper implementation. They will have access to additional E & E staff expertise if/when unexpected situations arise that require new or changed protocol.
6. Upon work completion (e.g., 24 to 30 months), submit a final report containing all documentation.

Level of Effort

It is impossible to identify the requisite level of effort and needs without completion of Step 1. However, based on previous experience, we can provide a "ballpark" estimate of the work at 3-1/2 man-years, at an average of \$50 per hour. The individuals to be employed would represent a mix of expertise and labor category, per the attached schedule. In addition, we would require a budget of about 15% to cover associated out-of-pocket expenses.

Mr. Richard Shafer
March 20, 1985
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Beyond these needs would be the cost of employee protective clothing and equipment; field monitoring equipment (e.g., an organic vapor analyzer [OVA]); laboratory analyses; etc. Attached are E & E's unit rates for field monitoring and personnel protection equipment. Also attached are E & E's unit rates for any required laboratory analysis. Overall, we would estimate:

E & E Labor: \$390,000


We would expect a time-and-materials (T&M) contract to allow the needed flexibility to shape our involvement to meet your needs. We anticipate that expenses for required personal protection equipment and other incidental expenses will be invoiced as other direct charges.

Staffing

The work primarily would be done out of our Chicago office. That office has an 80-person staff with in-depth capability for the proposed work. Depending on timing and schedule, we would submit a cadre of project personnel for your approval at contract initiation.

Again, we appreciate the opportunity to be part of the NEI Co. team and look forward to a successful and safe project.

Sincerely,



George W. Welsh

GWW/mgs

cc: Mr. Karl H. Frantzen

Environmental, Safety and Health Quality Assurance Manager

Responsibilities to Field Manager for all environmental safety and health activities of Contractors.

Will review all contractors' procedures for:

- o Compliance with local, state and federal rules & regulations
- o Safety and health training for workers
- o Hazardous waste identification in terms of amounts and levels
- o Emergency response to spills and accidents
- o Waste removal, transportation and disposal
- o Complaints and citations

- o Waste description and analysis
- o Loading, transportation and disposal

Will in addition:

- o Attend all permit hearings and agency meetings
- o Approve waste transportation manifests by signature
- o Monitor training sessions and safety meetings
- o Recommend, where appropriate, procedural changes or solutions to mitigate unsafe conditions
- o Prepare a weekly report on contractor performance
- o Attend management meetings as appropriate
- o Obtain and analyze referee samples of questionable material descriptions

24 months / 40 hr weeks
all analytical work will be referred
to est. mgr. reasonable scheduling
concerns, other specs and inventory facilities
will be provided at no cost to ESE

Karl Zant ¹²/₀

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Post Office Box 4511
Houston, Texas 77210
Telephone (713) 840-6300
TLX 050035
TWX 9122271001



March 21, 1985
RJS: 32-85

Mr. George W. Welsh
Ecology & Environment, Inc.
195 Sugg Road
P.O. Box D
Buffalo, New York 14223

Subject: Ecology & Environment, Inc.
Proposal - March 20, 1985

Dear Mr. Welsh:

Confirming our conversation of March 21, 1985, I will arrive at your Chicago office early P.M. of March 26th to review the following with regard to your March 20, 1985 proposal:

1. Review your March 20, 1985 letter, in particular the "Stepped Approach" items.
2. Review "Stepped Approach" based on 24 months - 40 hours per week schedule. I am requesting that you prepare an outline schedule showing:
 - A. Each "Stepped Approach" activity requirement
 - B. Manpower loading - field and home office.
3. Based on Item 2. and project conditions stated below, I request you prepare fixed price cost of services proposal for all "Stepped Approach" activities.
4. Prepare estimate of cost for all non-salary related items your foresees based on "Stepped Approach" such as:

Mr. George W. Welsh
Ecology & Environment, Inc.
Buffalo, New York 14225

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March 21, 1985
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Computer Time
Sampling Equipment
Analytical Equipment
Cost of Analysis & Air Monitoring
Tools & Clothing
Special Utilities

Unit pricing for each non-salaried item if not included in your March 20, 1985 letter.

5. Interviews with your proposed Project Manager and field engineer(s).
6. Project Conditions
 - A. Schedule - 24 months - 40 hours per week
 - B. Demolition/Cleanup Contractors to obtain all permits - surface and above ground cleanup only
 - C. All analytical testing and air monitoring costs are outside cost of services.
 - D. Field office space, sanitary facilities, limited field secretarial time, utilities (ex telephone) will be provided by NEI Co.

I am looking forward to meeting with you on March 26, 1985.

Yours very truly,


R. J. Shafer
Project Manager

RJS:ams

Federal Express

File: 916.07.02